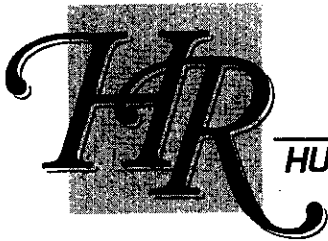


CITY OF BANGOR
CLASSIFICATION AND
COMPENSATION STUDY
AUGUST 2006



**HUMAN RESOURCE
PARTNERS LLC**
CONSULTANTS TO MANAGEMENT

Ellen D. Gottlieb & Donald H. Tyler, Jr.

August 28, 2006

Ed Barrett
City Manager
City of Bangor
73 Harlow Street
Bangor, ME 04401

Dear Mr. Barrett:

This report outlines our Classification and Compensation Study, covering non-union positions and includes a recommended salary administration plan for the City of Bangor.

The recommendations contained in this report reflect our judgment based on appraisal and analysis to the extent possible within the scope of our assignment. Our study was made with the objective of providing the basis for a compensation program that will be equitable to employees and to the organization.

We have appreciated the opportunity to provide consulting services for the City of Bangor and wish to express our thanks for the cooperation which was extended to us by all city employees who participated in this project.

Sincerely,

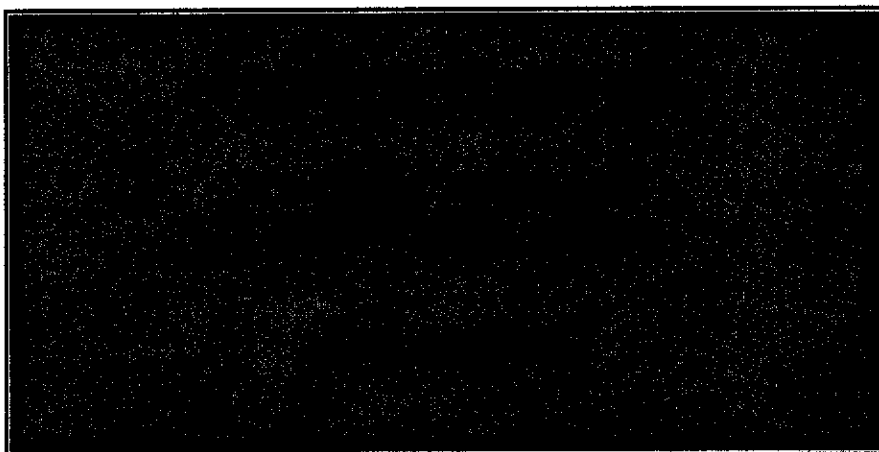
Donald H. Tyler, Jr.
Principal & Executive Vice President

Cc. Robert Farrar
Assistant City Manager

City of Bangor
Classification and Compensation Study

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Submitted by:

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Classification and Compensation Study

I. The Assignment:

Human Resource Partners, LLC was requested to conduct a Classification and Compensation Study of non-union position in the City of Bangor. Specifically, we were to:

- A. Review the duties and responsibilities of each position included in the study as presented in Position Analysis Questionnaires completed by city employees. Interviews were conducted with employees to review the information contained in the Position Analysis Questionnaires.
- B. Conduct a customized salary and employee benefits survey. Compile and analyze market salary data and propose a salary structure for the City, taking into consideration rates paid for comparable positions in other similar organizations.
- C. Provide a written report of our study, including recommended policies and procedures to integrate the study results with the organization's existing salary administration program. We would also make specific recommendations relative to the solution of any problems uncovered during the course of the assignment.
- D. Compile benefit survey data and prepare a report summarizing our findings.

II. Methodology:

The study was divided into two phases: analysis and evaluation, and salary structure development.

A. Position Analysis and Evaluation

Position Analysis Questionnaires were completed by employees which contained information regarding nature of responsibilities, level of accountability, and related information. Individual and group interviews were then conducted and all positions were then reviewed to ensure that the City's existing classifications remain internally equitable.

B. Salary Structure Development

This phase of the program involved the development of an equitable and competitive salary structure for the organization. To accomplish this, salary survey information was obtained to determine the salary ranges for comparable positions at other public and private sector organizations representing the competitive market. The results of salary surveys were used as a guide in developing salary structures for the City of Bangor.

III. Introduction to the Elements of Sound Salary Administration

A well-administered program of salary administration will help any organization achieve the following objectives:

- Attract and retain competent employees.
- Clarify for employees what is expected of them.
- Motivate employees to improve their performance in the responsibilities assigned to them.
- Ensure that the salaries paid are internally fair and externally competitive.
- Provide a means for budgeting and controlling salary expense.

An effective salary administration program must be **responsive**: salaries should relate to performance, so that individuals who make substantial contributions to the organization's progress are rewarded for their performance.

The program must be **fair**: each employee's pay should be related to the value of the position he or she fills, and as the level of responsibility increases, so should salary opportunity.

The program must be **competitive**: salary levels in the organization should be competitive with pay for similar jobs in the relevant labor market. Pay levels in the market are the best indicators of the supply of and demand for employee skills and thus represent the market value of these services; paying employees on this basis will provide reasonable assurance that your salary structure will attract and retain qualified employees and that your salary costs will not get too far out of line with those of your competitors. However, changes in the cost of living (as reflected by the consumer price index) do not necessarily parallel changes in prevailing wage levels and may not be a sound measure of value of employees' services. Thus, we urge caution when considering cost of living increases as the only basis for changing either the salary structure or deciding on individual pay.

IV. Internal Equity and External Competitiveness:

Internal Equity:

When employees compare their pay and their jobs within their organization, they typically focus on four aspects of job content:

- Skill
- Effort
- Responsibility
- Working Conditions

Jobs requiring more *skill* are recognized as deserving more reward. The amount of physical and mental *effort* required by differing jobs is likewise considered. Substantial differences in responsibility are also recognized. Finally, if one job is performed in substantially more adverse *working conditions* than another job, employees will perceive a difference between the values of the jobs.

Pay systems which strive for perceived internal equity should be cognizant of and respond to all four job content determinants.

Difficulties can arise, however, when a job requiring lesser skills requires greater effort and is performed in unpleasant working conditions. Thus, it is essential, though often difficult, to balance these job content elements and place them in order of priority.

Another aspect of internal equity is the comparison employees make with other employees whose jobs within the organization are substantially the same as their own. Difficulties may arise when two people are paid the same, but their performance is far different. Likewise, differences in service time at the same level of responsibility are often used as a basis for pay differences on the same job. The balance between job content, differing lengths of service and differing performance levels are great challenges to any pay system attempting to be internally equitable.

External Competitiveness:

The Employer's Viewpoint

An extremely important measure of the effectiveness of an organization's procedures for establishing rates of pay for jobs is the extent to which those procedures produce rates of pay for the organization's jobs which are competitive with those existing in the applicable labor markets for the same jobs. While this measure of effectiveness can be quantified and measured in a reasonably objective way, many organizations can rely upon indirect measures of how well they relate to the market by observing the supply and demand market impact upon turnover as well as employee morale.

The employer's goal is to pay what is necessary to attract, retain and motivate a sufficient number of qualified employees. This requires salaries that are responsive to the competitive markets that impact those people. An employer who wants the very best quality workforce may have to pay above the market average. The concepts governing economics of the wage determination process mean, in a practical sense,

that any compensation procedure should place jobs in a hierarchy that considers the market, whether it be local, regional, national or industry-specific. Over the long run, few employers are immune to competitive pressures.

External Equity:

The Employee's Viewpoint

Employees, as well as management, are concerned about the market rate for their jobs. Employees do not limit comparison of their jobs, their performance, their seniority, and their compensation to other employees in the same organization. They also read newspapers, go to meetings, talk with others and, in doing so, often collect data with regard to the compensation level of people with jobs that are the same as theirs, but who work for other organizations.

Before employees will believe their compensation to be externally equitable, they must perceive that their total compensation is approximately equal to that which they would receive by performing the same job, at the same performance level, with the same length of service, for another employer in the same labor market. Consideration should also be given to such factors as employee benefits, stability of employment, physical environment, commuting distance, organization attachment and the human relations environment in which the work is performed.

Internal Versus External Considerations:

It is not uncommon for a job hierarchy based primarily upon external considerations to differ from one based upon internal considerations alone. This may occur for a variety of internal and external reasons: special management emphasis on a job or function, employee relations concerns, collective bargaining agreements, labor shortages or over-supplies, etc.

Organizations may place the primary emphasis on external or internal considerations, or a blend of the two depending upon the circumstances. The disparity between external and internal considerations may be long-term or short-term, moderate or severe. Its identification and resolution require analysis and judgment on the part of each organization, recognizing that a balance of internal and external considerations is usually necessary to meet the needs of the organization.

V. Setting Rates of Pay and/or Salary Ranges for Jobs:

Setting the rates of pay for jobs on the position hierarchy results in a pay structure. In setting these rates, a number of major policy issues should be considered:

1. How should the organization's pay level relate to the market? Should the organization:
 - Be a pay leader?
 - Match the market?
 - Pay less than the market?
2. For what does the organization want to pay?
 - Job content?
 - Seniority?
 - Performance?
 - Cost of living?
 - A combination of the above?
3. How does it pay?
 - A single rate structure (all employees on a given job receive the same pay)?
 - A time-progression structure (progression through a range based solely on time on the job)?
 - A range structure with progression based on merit?
 - A combination of time-progression and merit, with automatic progression to a point in the range and further progression to the range maximum based on merit?
 - A pay system based solely on productivity?
 - A combination of the above (e.g., single rates for some jobs, merit pay for others)?
 - A pay system which provides for long or short-term incentives in addition to base pay?
4. What steps should the organization take to assure that pay is administered in a bias-free manner?

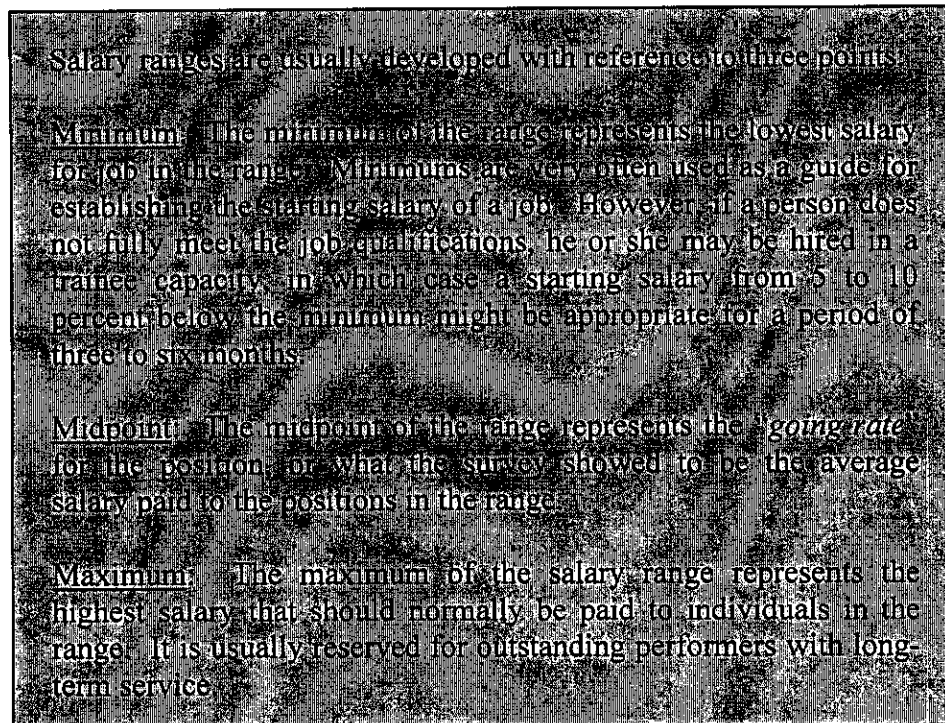
Having decided the major policy questions, the pay structure and pay delivery system can then be created.

Pay Structure:

If pay grades are utilized, the number of grades is typically influenced by one or both of the following factors:

- The number of different work levels the organization chooses to recognize.
- The difference in pay between the highest and lowest paid jobs in the pay structure.

After the pay grades have been objectively determined through the job evaluation process, an organization can proceed in developing its pay ranges around each of its job grades.



In determining grades and range midpoints, minimums and maximums, the organization must take into consideration such things as pay range spread (percentage difference between the minimum and maximum of the same pay range) and the amount, if any, of overlap desired between different pay ranges. There are many schools of thought on approaches to these two issues. Organizations should form their own policies regarding promotion, union status, salary compression, pay grades that are key due to labor shortages or higher turnover, etc.

Another item which the organization must address once the pay range structure has been developed is how it will move employees through the pay range. Many organizations base movement through the pay range upon individual performance. Others use an automatic or step progression approach based upon employee tenure. Still others provide cost of living increases tied into various inflation indexes. Many organizations use a combination of these and other methods.

The resulting pay structure should reflect the organization's objectives, the market place, internal job values, the mix of pay and benefits, its philosophy on how it wishes to pay versus the market, compensation policies, practices and procedures, and the economic ability of the organization to pay at a given level.

VI. Comparison: Salary Structure & Present Salaries:

Once the organization has developed a salary structure, the next step is to relate these ranges to the salaries currently being paid. Although most salaries will probably fall within the established ranges, there may be a few exceptions.

Salaries at or Over Maximum:

Except in cases of unusually poor performance, it is inadvisable to lower the salary of an employee who is at or over the range maximum. If the employee is capable and has performed well, a position of greater responsibility may be appropriate (if a position is available).

If, however, the employee does not have the potential to be promoted to a higher salary range, future salary increases may be withheld until such time as economic conditions warrant an increase in the salary structure. At that time, if the employee is performing acceptably and his or her salary is below the new maximum, an increase may be justified.

Salaries above range maximums are often called “red circle” rates.

Salaries Below Minimum:

If the salary of any employee is below the minimum of the applicable salary ranges at the time of implementation, every effort should be made to bring it into the range. In cases where this increase would be unusually large (in excess of 15 percent) it might be more practical to raise the salary in steps over a period of several months.

These pay rates below the pay range minimum are often called “green circle rates”. They may result from poor performance, range changes, or as stated previously, a policy of starting trainees at a probationary rate below minimum. Green circle rates should be temporary anomalies which are resolved either by attrition or by an increase in the employee’s pay rate (at least to the pay range minimum) within a reasonable period of time, as stated above.

The "Thirds" Philosophy:

The general objective of salary administration is to attract, motivate, and retain appropriate, qualified individuals at all levels within the organization. Salaries should be administered within position ranges, and within those ranges they should be based on an objective appraisal of the individual's performance, not just on his or her length of service and title. Moreover, salaries should be administered equitably throughout the organization, regardless of the division or the department they are in.

In administering a salary program, we recommend that each salary range be regarded as consisting of three sections, each section covering a third of the dollar range for that level. Many salary administrators throughout the country have found that this provides a good system of relating an individual's position in the range to his or her performance. The opportunity to progress through the salary range motivates individuals to improve their performance. Each "third" of the range is defined as follows:

- The lowest third of the range should generally include the salaries of incumbents who are either new to their positions or do not yet meet all performance expectations.
- The salaries falling in the middle third of the range should reflect proficient performance of qualified, experienced employees. Most employees should be in this third of the range.
- Salaries in the upper third of the range should be reserved for those individuals, generally few in number, who consistently produce outstanding results for extended periods of time.

There is the danger that the salaries of employees who are good but not outstanding will move into the upper third of the range, primarily because of long-service. This is especially true in organizations where turnover is low and where there are many dedicated, long-service employees. Nevertheless, while management has the option of deviating from the "thirds" policy, it is a good one to follow to control salary expense and relate pay to performance. It also alerts management to the fact that an individual may be receiving a higher salary than performance alone justifies.

SAMPLE

POSITION IN RANGE GUIDELINE

The term "expectations" refers to job requirements

Salary Range Maximum

Consistently Exceeds Expectations	↔	Consistently top performers for an extended period of time with demonstrated high quality and accomplishment.
Consistently Meets and Frequently Exceeds Expectations	↔	Proficient performers who meet expectations in all areas and exceed expectations in some important areas.
Consistently Meets Expectations	↔	Proficient performers who meet expectations in all important areas.
Does Not Always Meet Expectations	↔	Employees who do not meet all expectations but who demonstrate continuing satisfactory progress and increased proficiency over a period of time. (e.g. employee new to job)

Salary Range Minimum

VII. Reviewing The Salary Structure:

The salary structure should be reviewed/audited at least annually to ensure its continued competitiveness.

These reviews should include systematic comparisons between organization salaries and salary levels in the applicable labor markets. Increases in the structure become necessary as inflation pushes up salaries and wage levels in the community. In order to maintain appropriate increments between levels, adjustments should be applied to the salary range midpoints and new ranges constructed to ensure a structure that remains competitive.

Wage Survey Observations and Recommendations

Human Resources Partners, LLC has had an opportunity to survey private, not for profit and public sector organizations for the purpose of assessing the City of Bangor's pay classification system (payscale). Our goal was to determine how Bangor's pay scales compared to prevailing marketplace wage rates, and to make recommendations, if necessary for adjustment or modifications.

Our firm surveyed nearly 50 organizations in order to obtain a sampling representative of the breadth and diversity of Bangor's 27 established pay scales. We surveyed over 100 of the City's 180 non-union positions in order to insure that each pay scale was fairly represented in the survey. Based upon the scope of work, we are confident that the survey data is representative and a fair comparison to the City of Bangor.

The survey work and resulting analysis has led us to conclude that Bangor's existing pay scales only needed adjusting, not a full-scale restructuring. That is, we were able to work within the existing structure, making adjustments to the various steps with the current pay scales. The only exception to this is our recommendation to create a Professional, Administrative, and Technological (PAT) 0 scale, as an addition to the current four PAT pay scales.

The newly developed and proposed pay scales are derived from the midpoint survey data and there are tailored to the City's current eleven step pay classification system. Typically, we recommend a forty percent (40%) spread between entry pay and maximum pay levels. Given that the current City plan uses a thirty five percent (35%) spread from minimum to maximum, (which is directly tied to the merit performance evaluation system), our proposed pay scales continue the current 35% spread.

Our review determined that the current pay scales within the existing six categories were all below the prevailing market rates. Given that the City has not undertaken a complete pay scale review since 1989, this finding was not unexpected. The analysis involved comparing the current Bangor midpoint of each pay scale to the midpoint of the survey positions, which represented each of the various pay scales. The POLE (Protective Occupations and Law Enforcement) pay scale midpoints were the farthest from the current market rates at 83.75%. While the PAT (Professional, Administrative, and Technological) pay scale midpoints were the closest to the prevailing rates at 91.9%. The relationship of current midpoints to survey midpoints for all job categories is detailed below.

Comparison of Current Pay Scale Midpoints to Survey Midpoints by Job Category

Protective Occupations and Law Enforcement (POLE)	83.75%
Clerical, Office Machine Operation, Technician (COMOT)	88.70%
Executive (Exec)	89.20%
Labor, Trades and Crafts (LTC)	90.60%
Supervisory and Managerial (SAM)	90.60%
Professional, Administrative and Technological (PAT)	91.90%

With the paycales that have been proposed, the comparison of the proposed midpoints to survey midpoints would yield the following relationship.

Comparison of Proposed Payscale Midpoints to Survey Midpoints by Job Category

Protective Occupations and Law Enforcement (POLE)	99.75%
Clerical, Office Machine Operation, Technician (COMOT)	98.50%
Executive (Exec)	97.90%
Labor, Trades and Crafts (LTC)	96.30%
Supervisory and Managerial (SAM)	98.50%
Professional, Administrative and Technological (PAT)	98.80%

Based upon our analysis and review, we offer the following recommendations for the City's consideration.

1. Adjust the various paycales in accordance with the revisions contained within this report to more closely reflect prevailing marketplace pay rates.
2. Establish a new PAT 0 payscale. This reflects the need to create a higher level PAT scale for certain positions identified by the survey where current midpoint rates were inconsistent with the prevailing market rates and/or there were identified internal equity issues. Positions recommended for inclusion in the new payscale include: Finance Manager at BIA, Assistant City Solicitor, Risk Manager, Information Technology Manager and Labor Relations Officer, when the position is filled on a full-time basis.
3. Continue the current practice of making annual adjustments to all paycales. This will greatly assist in keeping the paycales relatively current and in step with prevailing market rates. Without the annual adjustments which have been made since 1990 (except two years when no adjustments were made due to budget constraints), the City's paycales would have been dramatically lower and a more significant restructuring may have been necessary.

In conclusion, we believe that the recommendations noted above should receive consideration by the City Council. We would describe these adjustments as necessary in order to keep Bangor's pay plan competitive. It is our belief that these constitute minor refinements to an existing pay classification plan that has worked well over the past 17 years. The plan is in need of a tune-up, not a major overhaul, which is good news for Bangor and its employees.

Fringe Benefits Recommendations and Observations

Human Resource Partners, LLC has had an opportunity to survey private, not for profit, and public sector organizations for the purpose of assessing the City of Bangor's fringe benefit program. Our goal was to determine if Bangor's offerings were competitive with prevailing marketplace practices. That is, does Bangor offer a fringe benefit package that serves to attract and retain qualified employees, while at the same time recognizing that public sector funding has certain inherent limitations that may not be present in other organizations?

Overall, our analysis showed that Bangor has a very competitive fringe benefit program for its non-unionized employees. A key component in this determination is the overall cost of fringe benefits programs as a percentage of payroll. This factor can be used to compare the relative strength or weakness of your fringe benefit program to other organizations in the survey. The cost of fringe benefits for the other surveyed organizations ranged from 11% to 56 %, with the average at 30.9 %. The cost of Bangor's fringe benefit program was calculated at 31.0 %. The similarity in these percentages indicates that Bangor is neither trailing nor leading, but rather, is competitively positioned in its overall fringe benefit package.

Having drawn that conclusion, however, there are several recommendations which should be considered to maintain internal equity and to remain competitively positioned with common marketplace practices. The list is not prioritized, nor have cost estimates been determined for each specific recommendation.

Recommendations

- 1.) A significant number of surveyed organizations offer health and dental insurance to their regular part time workforce. While the City offers an Earned Time-Off (ETO) program to this group of employees, there is no provision for health or dental benefits. The lack of this benefit causes considerable turnover, particularly involving the position of bus drivers at BAT/Community Connector. A majority of surveyed entities assist this group of employees with a pro-rated or reduced employer contribution, while other organizations make the programs available at the employee's full cost. Human Resource Partners would note that given the total cost of these benefits, it is unlikely that part-time employees could afford or would elect to participate without some meaningful level of City contribution. It is our observation that the City is not competitive in this area.
- 2.) The current vacation schedule provides for 3 weeks of vacation at the completion of six years of service and 4 weeks of vacation at the completion of fifteen years of service. The next increment is 5 weeks of vacation at twenty years of service. The length of time to achieve the fourth week of vacation seems unusually long – nine years. It is more customary to see the movement to the fourth week at the 12 - 13 year interval. This also more evenly spaces out the years of service necessary to move from 3 to 4 to 5 weeks of vacation. I would also note that nearly all of the

City's current collective bargaining agreements recognize this issue, and it has been addressed by adding a 3 ½ week accrual rate following the eleventh year of service. Either of these approaches would help remedy the current situation, and would make for a more equitable vacation schedule for non-union employees.

- 3.) There are nine employees (primarily Department Heads or Division Directors) who receive an annual mileage stipend in lieu of a city vehicle or having to keep track of actual mileage. These rates were last adjusted in 2003 and we recommend that the City consider making appropriate modifications to these amounts, reflecting the additional costs to operate personal vehicles since that time. One possible approach would be to use the percentage change in the IRS approved mileage rate from January 1, 2003 to January 1, 2006.
- 4.) The City's current sick leave policy allows employees to accrue sick leave time, but prohibits its use, during the first six months of employment. This policy encourages employees to come to work sick (and spread illness to healthy employees) or risk not being paid for the day(s) of absence. This is an older practice that has moved out of style over the years. Additionally, with both parents working in the majority of households, when a child is sick, one or the other of the parents typically must stay home. Eliminating this provision in the current policy would be a minor change, but would be an attractive and appreciated benefit by newly hired employees.
- 5.) Bangor has a rather unique manner of handling additional hours worked by its Department Heads, Division Directors, Supervisors and Managers. Recognizing that these positions typically require more hours than the standard workweek (primarily due to the number and frequency of before/after hours meetings), the City allows this group of Exempt employees to accumulate non-paid compensatory time off on an hour for hour basis after they have worked more than 5 hours above the normal workweek, up to a maximum of 20 hours. For example, if an employee's normal workweek was 40 hours, then he/she would have to work to 45 hours, before compensatory time would begin to accumulate. All compensatory time is recorded and appears on employees' paycheck stub. This system was developed in the 1990's in order to track employees' time and to provide for accountability. Many comments were received from exempt employees who believe this system is unfair, particularly given that hourly employees earn either overtime (pay at time and one-half) or compensatory time (at time and one half) immediately after the 40 hour work week has been achieved. And it is not uncommon for these employees who are treated differently to work in the same department, division or side by side, in certain instances. Exempt (or salaried) employees in Bangor receive no additional nor better benefits than hourly employees, and based upon the interviews conducted, the current system appears to create a certain level of dissatisfaction in this level of the organization. We would recommend the following for consideration: Executive level employees (the City Manager and 13 key Department heads) would continue to be required to work 5 hours beyond the normally scheduled workweek. The maximum accumulation of compensatory time

would increase from 20 to 40 hours. All other exempt employees would be required to work an additional 2 ½ hours beyond their normally scheduled workweek, before compensatory time would begin to accrue. Maximum accumulation for this group of employees would be adjusted to 40 hours as well. We believe these proposed changes would improve morale and create a fairer system for these employees.

Observations

- 6.) While it is typical for organizations to provide at least 1 times the employees salary in life insurance as a benefit, given the current system in place under the Maine State Retirement System which allows employees to purchase different levels of insurance through payroll deduction, we do not see the need for the City to add the benefit/cost to the current fringe benefit package. Also, upon retirement, the City pays for a portion of the retiree's life insurance coverage. This is a five year declining schedule, beginning at 100% and ending at 40 % of the retiree's average final compensation (AFC) with the City.
- 7.) Regarding health insurance benefits, a majority of the organizations surveyed are moving away or have moved away from the Full Service (Traditional) and older style HMO plans and are moving toward plans such as Preferred Provider Option (PPO's) or other plans which may involve higher deductibles, co-pays and out-of-pocket expenses, including reduced benefit levels in some circumstances. Bangor has recently introduced a PPO plan to its offering, which we believe is appropriate. While expensive for both the City and its employees, employees clearly enjoy and appreciate the two older style plans. Given the high costs of the Full Service and HMO plans, Bangor's approach to having employees contribute more through a phased in sharing of future cost increases (tied to percentage limits established under LD #1 in this case), appears to be reasonable. Longer term, we believe the City's direction of allowing newly hired employees to participate only in the PPO plan is also a positive step.

In conclusion, we believe that these recommendations (1 through 5) should receive consideration by the City Council. We would characterize these as fine tuning as, from our perspective, the City's overall package is in good shape. But, these few items would clearly enhance the City's image as an employer of choice in the greater Bangor region and would address several key issues identified by our analysis, employees, and Human Resources division staff.

City of Bangor Salary and Employee Benefits Survey Participants

Affiliated Healthcare Systems
Ames A/E
Androscoggin Valley Council of
Governments for ATRC
Auburn Sewerage District
Augusta Water and Sanitary Districts
Bangor Daily News
Bangor Hydro Electric Company
Bangor School Department
Bangor Water District
Berry, Dunn, McNeil & Parker
Brunswick Sewer District
City of Auburn
City of Augusta
City of Brewer
City of Dover
City of Lewiston
City of Old Town
City of Portland
City of Portsmouth
City of South Portland
City of Waterville
Community Health & Counseling
Services
Cyr Bus Line
Eastern Agency on Aging
Eastern Maine Healthcare Systems
Eaton Peabody
Fort Wayne-Allen County Airport
Authority
Husson College
Lewiston Public Library
Lincoln Paper & Tissue, LLC
Maine State Library
Manchester Airport
N.H. Bragg & Sons
Portland Public Library
Portland Water District
RH Foster Energy
St. Joseph Healthcare
Town of Orono
Town of Sanford
Training & Development Corporation
University of Maine
University of Maine Fogler Library
Waterville Sewerage District
WBRC Architects/Engineers
Wichita Airport Authority

Clerical, Office Machine Operator Technician (COMOT)

Range		Ann Min	Hr Min	Ann Mid	Hr Mid	Ann Max	Hr Max
1	Current	27,963	14.34	32,760	16.80	37,557	19.26
	Proposed	28,447	14.59	34,008	17.44	38,477	19.73
2	Current	25,085	12.86	29,386	15.07	33,696	17.28
	Proposed	26,914	13.80	32,175	16.50	36,403	18.67
3	Current	22,194	11.38	26,013	13.34	29,806	15.29
	Proposed	24,500	12.56	29,289	15.02	33,138	16.99
4	Current	19,386	9.95	22,737	11.66	26,083	13.36
	Proposed	21,613	11.08	25,838	13.25	29,233	14.99
5	Current	16,453	8.43	19,246	9.87	22,069	11.31
	Proposed	19,003	9.75	22,718	11.65	25,703	13.18

Labor, Trades and Crafts (LTC)

Range		Ann Min	Hr Min	Ann Mid	Hr Mid	Ann Max	Hr Max
1	Current	31,262	15.03	36,629	17.61	42,016	20.20
	Proposed	32,936	15.83	39,374	18.93	44,548	21.42
2	Current	28,038	13.48	32,832	15.78	37,627	18.09
	Proposed	30,953	14.88	37,003	17.79	41,865	20.13
3	Current	24,773	11.91	29,026	13.95	33,280	16.00
	Proposed	28,238	13.58	33,758	16.23	38,194	18.36
4	Current	21,507	10.34	25,199	12.11	28,891	13.89
	Proposed	25,055	12.05	29,952	14.40	33,888	16.29
5	Current	18,325	8.81	21,465	10.32	24,606	11.83
	Proposed	20,757	9.98	24,814	11.93	28,075	13.50
LTC (S)	Current	43,493	20.91	52,915	25.44	58,448	28.10
	Proposed	44,767	21.52	53,518	25.73	60,551	29.11
LTC (BD)	Current	23,130	11.12	27,102	13.03	31,075	14.94
	Proposed	25,055	12.05	29,952	14.40	33,888	16.29
LTC (LD)	Current	24,773	11.91	29,026	13.95	33,280	16.00
	Proposed	27,144	13.05	32,032	15.40	35,963	17.29

Protective Occupations, Law Enforcement (POLE)

Range		Ann Min	Hr Min	Ann Mid	Hr Mid	Ann Max	Hr Max
1	Current	43,920	20.11	50,123	22.95	56,347	25.80
	Proposed	45,585	20.87	54,496	24.95	61,657	28.23
2	Current	32,968	16.92	38,649	19.82	44,304	22.72
	Proposed	36,473	18.7	43,602	22.36	49,332	25.30
3	Current	25,126	12.88	29,425	15.09	33,758	17.31
	Proposed	34,043	17.46	40,697	20.87	46,045	23.61

Professional, Administrative and Technological (PAT)

Range		Ann Min	Hr Min	Ann Mid	Hr Mid	Ann Max	Hr Max
0	Current	0	0	0	0	0	0
	Proposed	48,674	24.96	58,188	29.84	65,834	33.76
1	Current	43,118	22.09	50,512	25.90	57,907	29.69
	Proposed	44,776	22.96	53,528	27.45	60,562	31.06
2	Current	36,379	18.66	42,619	21.86	48,859	25.06
	Proposed	37,745	19.36	45,123	23.14	51,053	26.18
3	Current	29,640	15.21	34,746	17.82	39,853	20.43
	Proposed	31,726	16.27	37,928	19.45	42,912	22.01
4	Current	22,942	11.77	26,884	13.79	30,826	15.81
	Proposed	28,382	14.55	33,930	17.40	38,389	19.69

Supervisory and Managerial (SAM)

Range		Ann Min	Hr Min	Ann Mid	Hr Mid	Ann Max	Hr Max
1	Current	49,504	25.39	57,990	29.73	66,477	34.10
	Proposed	52,556	26.95	62,829	32.22	71,085	36.45
2	Current	39,749	20.38	46,561	23.88	53,373	27.38
	Proposed	41,415	21.24	49,511	25.39	56,017	28.73
3	Current	31,762	16.28	37,201	19.08	42,640	21.87
	Proposed	33,993	17.43	40,638	20.84	45,978	23.58
4	Current	25,126	12.88	29,442	15.09	33,758	17.31
	Proposed	31,726	16.27	37,928	19.45	42,912	22.01

Executive (EXEC)

Range		Ann Min	Hr Min	Ann Mid	Hr Mid	Ann Max	Hr Max
1	Current	81,140	41.61	95,063	48.75	108,986	55.89
	Proposed	84,935	43.56	101,537	52.07	114,880	58.91
2	Current	68,211	34.98	79,911	40.98	91,611	46.98
	Proposed	72,032	36.94	86,112	44.16	97,428	49.96
3	Current	57,213	29.34	67,021	34.37	76,830	39.40
	Proposed	65,083	33.38	77,805	39.90	88,029	45.14
4	Current	52,962	27.16	62,049	31.82	71,136	36.48
	Proposed	54,644	28.02	65,325	33.50	73,909	37.90

City of Bangor
Analysis of Salary Survey Data
of Selected Positions on the
Clerical, Office Machine Operator, Technician Pay Plan

June 2006

Current Midpoint

Position Title	Grade Level	Current Bangor Salary Range Midpoint (hourly)	Average Actual Paid Market Data (Selected Survey Sample) (hourly)	Percentage of Bangor Midpoint to Survey Actual Average
Administrative Assistant (Airport)	1	\$16.80	\$17.82	94.3%
Accounts Administrator	2	\$15.07	Insufficient Data	N/A
Deputy City Clerk	2	\$15.07	\$17.21	87.6%
Human Resources Specialist	2	\$15.07	\$18.46	81.6%
Office Coordinator (Motor Pool)	2	\$15.07	\$17.23	87.5%
Administrative Assistant (BAT)	2	\$15.07	\$15.28	98.6%
Accounts Payable Clerk (Finance)	2	\$15.07	\$14.93	100.9%
Executive Secretary (Police)	2	\$15.07	\$18.10	83.3%
Executive Secretary (Fire)	2	\$15.07	\$16.50	91.3%
Booking Coordinator (County Complex)	2	\$15.07	\$19.60 (2 responses)	76.9%
Account Clerk III (Community & Econ. Development)	2	\$15.07	\$17.25	87.4%
Clinic Assistant (WIC)	2	\$15.07	\$13.97 (1 response)	107.9%
Account Clerk II (Assessing)	3	\$13.34	\$16.56	80.6%
Account Clerk II (Treasury)	3	\$13.34	\$15.08	88.5%

City of Bangor
Analysis of Salary Survey Data
of Selected Positions on the
Clerical, Office Machine Operator, Technician Pay Plan

June 2006

Position Title	Grade Level	Current Bangor Salary Range Midpoint (hourly)	Average Actual Paid Market Data (Selected Survey Sample) (hourly)	Percentage of Bangor Midpoint to Survey Actual Average
Secretary/Bookkeeper (Code Enforcement)	3	\$13.34	\$16.65	80.1%
Medical Billing Clerk (Ambulance)	3	\$13.34	\$14.54	91.7%
Cost Accountant I (Public Works)	3	\$13.34	\$16.04	83.2%
Stores Clerk (Public Works)	3	\$13.34	\$15.62	85.4%
Department Secretary (Clerk Stenographer)	3	\$13.34	\$14.74	90.5%
Clerk Typist	3	\$13.34	\$13.59	98.2%
Clerk Typist II	4	\$11.66	\$13.70	85.1%
Parking Enforcement Aide	4	\$11.66	\$13.37	87.2%
Customer Service Representative (Airport)	4	\$11.66	Insufficient Data	N/A
Switchboard Operator	5	\$9.87	\$11.91	82.9%
Overall Percentage				88.7%

City of Bangor
Analysis of Salary Survey Data
of Selected Positions on the
Clerical, Office Machine Operator, Technician Pay Plan

June 2006

Proposed Midpoint

Position Title	Grade Level	Proposed Bangor Salary Range Midpoint (hourly)	Average Actual Paid Market Data (Selected Survey Sample) (hourly)	Percentage of Bangor Midpoint to Survey Actual Average
Administrative Assistant (Airport)	1	\$17.44	\$17.82	97.9%
Accounts Administrator	2	\$16.50	Insufficient Data	N/A
Deputy City Clerk	2	\$16.50	\$17.21	95.9%
Human Resources Specialist	2	\$16.50	\$18.46	89.4%
Office Coordinator (Motor Pool)	2	\$16.50	\$17.23	95.8%
Administrative Assistant (BAT)	2	\$16.50	\$15.28	108.0%
Accounts Payable Clerk (Finance)	2	\$16.50	\$14.93	110.5%
Executive Secretary (Police)	2	\$16.50	\$18.10	91.2%
Executive Secretary (Fire)	2	\$16.50	\$16.50	100.0%
Booking Coordinator (County Complex)	2	\$16.50	\$19.60 (2 responses)	84.2%
Account Clerk III (Community & Econ. Development)	2	\$16.50	\$17.25	95.7%
Clinic Assistant (WIC)	2	\$16.50	\$13.97 (1 response)	118.1%
Account Clerk II (Assessing)	3	\$15.02	\$16.56	90.7%
Account Clerk II (Treasury)	3	\$15.02	\$15.08	99.6%

City of Bangor
Analysis of Salary Survey Data
of Selected Positions on the
Clerical, Office Machine Operator, Technician Pay Plan

June 2006

Position Title	Grade Level	Proposed Bangor Salary Range Midpoint (hourly)	Average Actual Paid Market Data (Selected Survey Sample) (hourly)	Percentage of Bangor Midpoint to Survey Actual Average
Secretary/Bookkeeper (Code Enforcement)	3	\$15.02	\$16.65	90.2%
Medical Billing Clerk (Ambulance)	3	\$15.02	\$14.54	103.3%
Cost Accountant I (Public Works)	3	\$15.02	\$16.04	93.6%
Stores Clerk (Public Works)	3	\$15.02	\$15.62	96.2%
Department Secretary (Clerk Stenographer)	3	\$15.02	\$14.74	101.9%
Clerk Typist	3	\$15.02	\$13.59	110.5%
Clerk Typist II	4	\$13.25	\$13.70	96.7%
Parking Enforcement Aide	4	\$13.25	\$13.37	99.1%
Customer Service Representative (Airport)	4	\$13.25	Insufficient Data	N/A
Switchboard Operator	5	\$11.65	\$11.91	97.8%
Overall Percentage				98.5%

City of Bangor
Analysis of Salary Survey Data
of Selected Positions on the
Labor, Trades & Crafts Pay Plan

June 2006

Current Midpoint

Position Title	Grade Level	Current Bangor Salary Range Midpoint (hourly)	Average Actual Paid Market Data (Selected Survey Sample) (hourly)	Percentage of Bangor Midpoint to Survey Actual Average
Electrician II	1	\$18.80	\$21.36	88.0%
Instrumentation/Electronic Technician	1	\$18.80	\$19.05	98.7%
Mechanic Operator II	1	\$18.80	\$17.01	110.5%
Print Shop Production Technician	2	\$16.84	\$18.51	91.0%
Operation II WWTP	2	\$16.84	\$16.56	101.7%
Ground Support Equipment Mechanic	2	\$16.84	\$21.84	77.1%
Animal Control Officer	3	\$14.88	\$14.33	103.8%
Maintenance Supervisor - City Hall	3	\$14.88	\$21.93	67.9%
Lineman	3	\$14.88	\$17.65	84.3%
Sewer Maintenance Technician	3	\$14.88	\$16.88	88.2%
Maintenance Worker I (Parks & Rec./Golf)	4	\$12.93	\$14.35	90.1%
Maintenance Worker (Bass Park)	4	\$12.93	\$15.07	85.8%
Maintenance Worker WWTP	5	\$11.01	Insufficient Data	N/A
Aircraft Maintenance Supervisor	S	\$26.15	Insufficient Data	N/A
Bus Driver	BD	\$12.77	Insufficient Data	N/A
Overall Percentage				90.6%

City of Bangor
Analysis of Salary Survey Data
of Selected Positions on the
Labor, Trades & Crafts Pay Plan

June 2006

Proposed Midpoint

Position Title	Grade Level	Proposed Bangor Salary Range Midpoint (hourly)	Average Actual Paid Market Data (Selected Survey Sample) (hourly)	Percentage of Bangor Midpoint to Survey Actual Average
Electrician II	1	\$18.93	\$21.36	88.6%
Instrumentation/Electronic Technician	1	\$18.93	\$19.05	99.4%
Mechanic Operator II	1	\$18.93	\$17.01	111.3%
Print Shop Production Technician	2	\$17.79	\$18.51	96.1%
Operation II WWTP	2	\$17.79	\$16.56	107.4%
Ground Support Equipment Mechanic	2	\$17.79	\$21.84	81.5%
Animal Control Officer	3	\$16.23	\$14.33	113.3%
Maintenance Supervisor - City Hall	3	\$16.23	\$21.93	74.0%
Lineman	3	\$16.23	\$17.65	92.0%
Sewer Maintenance Technician	3	\$16.23	\$16.88	96.1%
Maintenance Worker I (Parks & Rec./Golf)	4	\$14.40	\$14.35	100.3%
Maintenance Worker (Bass Park)	4	\$14.40	\$15.07	95.6%
Maintenance Worker WWTP	5	\$11.93	Insufficient Data	N/A
Aircraft Maintenance Supervisor	S	\$25.73	Insufficient Data	N/A
Bus Driver	BD	\$14.40	Insufficient Data	N/A
Overall Percentage				96.3%

City of Bangor
Analysis of Salary Survey Data
of Selected Positions on the
Professional, Occupational and Law Enforcement Pay Plan

June 2006

Current Midpoint

Position Title	Grade Level	Current Bangor Salary Range Midpoint (hourly)	Average Actual Paid Market Data (Selected Survey Sample) (hourly)	Percentage of Bangor Midpoint to Survey Actual Average
Assistant Fire Chief/A.D.	1	\$24.33	\$26.90	90.4%
Building and Plumbing Inspector	2	\$19.82	\$23.77	83.4%
Electrical Inspector	2	\$19.82	\$21.92	90.4%
Housing Inspector	3	\$15.10	\$21.33	70.8%
Overall Percentage				83.75%

City of Bangor
Analysis of Salary Survey Data
of Selected Positions on the
Professional, Occupational and Law Enforcement Pay Plan

June 2006

Proposed Midpoint

Position Title	Grade Level	Proposed Bangor Salary Range Midpoint (hourly)	Average Actual Paid Market Data (Selected Survey Sample) (hourly)	Percentage of Bangor Midpoint to Survey Actual Average
Assistant Fire Chief/A.D.	1	\$28.28	\$26.90	105.1%
Building and Plumbing Inspector	2	\$22.36	\$23.77	94.1%
Electrical Inspector	2	\$22.36	\$21.92	102.0%
Housing Inspector	3	\$20.87	\$21.33	97.8%
Overall Percentage				99.75%

**City of Bangor
Analysis of Salary Survey Data
of Selected Positions on the
Professional & Technological Pay Plan**

June 2006

Current Midpoint

Position Title	Grade Level	Current Bangor Salary Range Midpoint (hourly)	Average Actual Paid Market Data (Selected Survey Sample) (hourly)	Percentage of Bangor Midpoint to Survey Actual Average
Fleet Maintenance Supervisor	1	\$25.89	\$24.41	106.1%
Network Administrator	1	\$25.89	\$26.16	99.1%
Tax Collector/Deputy Treasurer	1	\$25.89	\$23.38	110.7%
Economic Development Officer	1	\$25.89	\$29.50	87.8%
Code Enforcement Officer	1	\$25.89	\$25.78	100.4%
Civil Engineer II	1	\$25.89	\$28.90	89.6%
Chief Operator WWTP	1	\$25.89	\$27.65	93.6%
Finance Manager (Airport)	1	\$25.89	\$32.28	80.2%
Information Services Administrator	1	\$29.75	\$33.88	87.8%
Risk Management Officer	1	\$29.75	\$33.87	87.8%
Housing Programs Manager	1	\$25.89	\$28.55	90.7%
Purchasing Agent	1	\$25.89	\$28.50	90.8%
Appraiser I	2	\$21.86	\$21.11	103.6%
Planner II	2	\$21.86	\$25.89	84.4%
Civil Engineer I	2	\$21.86	\$27.16	80.5%
Lab Director	2	\$21.86	\$21.14	103.4%

City of Bangor
Analysis of Salary Survey Data
of Selected Positions on the
Professional & Technological Pay Plan

June 2006

Position Title	Grade Level	Current Bangor Salary Range Midpoint (hourly)	Average Actual Paid Market Data (Selected Survey Sample) (hourly)	Percentage of Bangor Midpoint to Survey Actual Average
Golf Course Maintenance Supervisor	2	\$21.86	\$24.14	90.6%
Compliance Officer (Airport)	2	\$21.86	\$28.48	76.8%
Appraisal Technician	3	\$17.82	\$17.47	102.0%
Legal Assistant	3	\$17.82	\$19.04	93.7%
Administrative Assistant – City Manager	3	\$17.82	\$22.82	78.1%
Caseworker	3	\$17.82	\$17.27	103.2%
Housing Rehabilitation Specialist	3	\$17.82	\$20.48	87.0%
Airport Security Officer	4	\$13.79	\$17.80	77.5%
Overall Percentage				91.9%

City of Bangor
Analysis of Salary Survey Data
of Selected Positions on the
Professional & Technological Pay Plan

June 2006

Proposed Midpoint

Position Title	Grade Level	Proposed Bangor Salary Range Midpoint (hourly)	Average Actual Paid Market Data (Selected Survey Sample) (hourly)	Percentage of Bangor Midpoint to Survey Actual Average
Fleet Maintenance Supervisor	1	\$27.45	\$24.41	112.5%
Network Administrator	1	\$27.45	\$26.16	105.0%
Tax Collector/Deputy Treasurer	1	\$27.45	\$23.38	117.4%
Economic Development Officer	1	\$27.45	\$29.50	93.1%
Code Enforcement Officer	1	\$27.45	\$25.78	106.5%
Civil Engineer II	1	\$27.45	\$28.90	95.0%
Chief Operator WWTP	1	\$27.45	\$27.65	99.3%
Finance Manager (Airport)	1	\$27.45	\$32.28	85.0%
Information Services Administrator	1	\$32.22	\$33.88	95.1%
Risk Management Officer	1	\$32.22	\$33.87	95.1%
Housing Programs Manager	1	\$27.45	\$28.55	96.1%
Purchasing Agent	1	\$27.45	\$28.50	96.3%
Appraiser I	2	\$23.14	\$21.11	109.6%
Planner II	2	\$23.14	\$25.89	89.4%
Civil Engineer I	2	\$23.14	\$27.16	85.2%
Lab Director	2	\$23.14	\$21.14	109.5%

City of Bangor
Analysis of Salary Survey Data
of Selected Positions on the
Professional & Technological Pay Plan

June 2006

Position Title	Grade Level	Proposed Bangor Salary Range Midpoint (hourly)	Average Actual Paid Market Data (Selected Survey Sample) (hourly)	Percentage of Bangor Midpoint to Survey Actual Average
Golf Course Maintenance Supervisor	2	\$23.14	\$24.14	95.9%
Compliance Officer (Airport)	2	\$23.14	\$28.48	81.3%
Appraisal Technician	3	\$19.45	\$17.47	111.3%
Legal Assistant	3	\$19.45	\$19.04	102.2%
Administrative Assistant -- City Manager	3	\$19.45	\$22.82	85.2%
Caseworker	3	\$19.45	\$17.27	112.6%
Housing Rehabilitation Specialist	3	\$19.45	\$20.48	95.0%
Airport Security Officer	4	\$17.40	\$17.80	97.8%
Overall Percentage				98.8%

City of Bangor
Analysis of Salary Survey Data
of Selected Positions on the
Supervisory & Managerial Pay Plan

June 2006

Current Midpoint

Position Title	Grade Level	Current Bangor Salary Range Midpoint (hourly)	Average Actual Paid Market Data (Selected Survey Sample) (hourly)	Percentage of Bangor Midpoint to Survey Actual Average
Planning Officer	1	\$29.75	\$32.16	92.5%
Assistant City Engineer	1	\$29.75	\$30.10	98.8%
Operations and Maintenance Director (Public Works)	1	\$29.75	\$32.10	92.7%
Superintendent WWTP	1	\$29.75	\$31.73	93.8%
Assistant Airport Director	1	\$29.75	\$36.56	81.4%
Deputy Police Chief	1	\$29.75	\$34.02	87.4%
Superintendent of Recreation	2	\$23.88	\$24.82	96.2%
Electrical Supervisor	2	\$23.88	\$26.11	91.5%
Sewer Maintenance Supervisor	2	\$23.88	\$24.35	98.1%
Construction/Building Supervisor – Airport	2	\$23.88	\$30.16	79.2%
Program Manager – WIC	2	\$23.88	\$23.64	101.0%
Fuel Supervisor	2	\$23.88	\$26.61	89.7%
Ramp Services Manager	2	\$23.88	Insufficient Data	N/A
Director of Maintenance (Parks & Recreation)	3	\$19.08	\$21.33	89.5%

City of Bangor
Analysis of Salary Survey Data
of Selected Positions on the
Supervisory & Managerial Pay Plan

June 2006

Position Title	Grade Level	Current Bangor Salary Range Midpoint (hourly)	Average Actual Paid Market Data (Selected Survey Sample) (hourly)	Percentage of Bangor Midpoint to Survey Actual Average
Maintenance Supervisor (Bass Park)	3	\$19.08	\$23.22	82.2%
Yard Foreman	3	\$19.08	\$19.34	98.7%
Recreation Coordinator	4	\$15.10	\$19.88	76.1%
Overall Percentage				90.6%

City of Bangor
Analysis of Salary Survey Data
of Selected Positions on the
Supervisory & Managerial Pay Plan

June 2006

Proposed Midpoint

Position Title	Grade Level	Proposed Bangor Salary Range Midpoint (hourly)	Average Actual Paid Market Data (Selected Survey Sample) (hourly)	Percentage of Bangor Midpoint to Survey Actual Average
Planning Officer	1	\$32.22	\$32.16	100.2%
Assistant City Engineer	1	\$32.22	\$30.10	107.0%
Operations and Maintenance Director (Public Works)	1	\$32.22	\$32.10	100.4%
Superintendent WWTP	1	\$32.22	\$31.73	101.5%
Assistant Airport Director	1	\$32.22	\$36.56	88.1%
Deputy Police Chief	1	\$32.22	\$34.02	94.7%
Superintendent of Recreation	2	\$25.39	\$24.82	102.3%
Electrical Supervisor	2	\$25.39	\$26.11	97.2%
Sewer Maintenance Supervisor	2	\$25.39	\$24.35	104.3%
Construction/Building Supervisor – Airport	2	\$25.39	\$30.16	84.2%
Program Manager – WIC	2	\$25.39	\$23.64	107.4%
Fuel Supervisor	2	\$25.39	\$26.61	95.4%
Ramp Services Manager	2	\$25.39	Insufficient Data	N/A
Director of Maintenance (Parks & Recreation)	3	\$20.84	\$21.33	97.7%

City of Bangor
Analysis of Salary Survey Data
of Selected Positions on the
Supervisory & Managerial Pay Plan

June 2006

Position Title	Grade Level	Current Bangor Salary Range Midpoint (hourly)	Average Actual Paid Market Data (Selected Survey Sample) (hourly)	Percentage of Bangor Midpoint to Survey Actual Average
Maintenance Supervisor (Bass Park)	3	\$20.84	\$23.22	89.8%
Yard Foreman	3	\$20.84	\$19.34	107.8%
Recreation Coordinator	4	\$19.45	\$19.88	97.8%
Overall Percentage				98.5%

**City of Bangor
Analysis of Salary Survey Data
of Selected Positions on the
Executive Pay Plan**

June 2006

Current Midpoint

Position Title	Grade Level	Current Bangor Salary Range Midpoint (hourly)	Average Actual Paid Market Data (Selected Survey Sample) (hourly)	Percentage of Bangor Midpoint to Survey Actual Average
City Manager	1	\$48.75	\$53.22	91.6%
Airport Director	2	\$40.98	\$48.33	84.8%
Director, Infrastructure and Development Support	2	\$40.98	\$44.39	92.3%
City Solicitor	2	\$40.98	\$43.76	93.6%
Director, Community & Economic Development	3	\$34.37	\$39.36	87.3%
Finance Director	3	\$34.37	\$42.21	81.4%
Fire Chief	3	\$34.37	\$40.33	85.2%
Police Chief	3	\$34.37	\$41.26	83.3%
City Assessor	4	\$31.82	\$35.32	90.1%
City Clerk	4	\$31.82	\$33.45	95.1%
Director, Parks & Recreation	4	\$31.82	\$33.15	96.0%
Overall Percentage				89.2%

City of Bangor
Analysis of Salary Survey Data
of Selected Positions on the
Executive Pay Plan

June 2006

Proposed Midpoint

Position Title	Grade Level	Proposed Bangor Salary Range Midpoint (hourly)	Average Actual Paid Market Data (Selected Survey Sample) (hourly)	Percentage of Bangor Midpoint to Survey Actual Average
City Manager	1	\$52.07	\$53.22	97.8%
Airport Director	2	\$44.16	\$48.33	91.4%
Director, Infrastructure and Development Support	2	\$44.16	\$44.39	99.5%
City Solicitor	2	\$44.16	\$43.76	100.9%
Director, Community & Economic Development	3	\$39.90	\$39.36	101.4%
Finance Director	3	\$39.90	\$42.21	94.5%
Fire Chief	3	\$39.90	\$40.33	98.9%
Police Chief	3	\$39.90	\$41.26	96.7%
City Assessor	4	\$33.50	\$35.32	94.8%
City Clerk	4	\$33.50	\$33.45	100.1%
Director, Parks & Recreation	4	\$33.50	\$33.15	101.1%
Overall Percentage				97.9%

City of Bangor
Analysis of Fringe Benefits
June 2006

1. Do you provide benefits to part time employees?

A. City of Bangor Practice

The City provides pro-rated and limited benefits to regular part time employees working under and over 20 hours per week.

B. Prevailing Practice

76% of respondents report they provide benefits to part-time staff with 20 hours being the minimum number of hours for eligibility.

2. Do you provide the same or similar level of benefits to part time employees as to full-time employees?

A. City of Bangor Practice

The City does not provide the same or similar level of benefits to part time employees as to full time employees. (Most notably no access to health insurance).

B. Prevailing Practice

The majority of respondents report offering the same or similar level of benefits for part-time staff on a prorated basis based on the number of hours worked.

3. Do you have minimum service requirements before any paid vacation may be taken? If yes, number of months:

A. City of Bangor Practice

The City requires employees to work a minimum of 6 months before any paid vacation may be taken.

B. Prevailing Practice

63% of respondents reported having minimum service requirements before any paid vacation may be taken with 6 months being the norm.

4. What are the vacation time accrual rates for your organization?

A. City of Bangor Practice

2 weeks after 1 year of service
3 weeks after 6 years of service
4 weeks after 15 years of service
5 weeks after 20 years of service

B. Prevailing Practice

Vacation accruals for hourly and salaried employees were reported as generally similar with exempt employees having the opportunity for additional paid vacation time for longer periods of service. Typical accruals for both hourly and salaried employees are as follows:

- 2 weeks after 1-2 years of service
- 3 weeks after 5-10 years of service
- 4 weeks after 10-20 years of service
- 5 weeks after 20-25 years of service
- 6 weeks after 25 years of service

5a. Do you allow unused vacation time to carry over to next year?

1. City of Bangor Practice

The City does allow earned but unused vacation time to carry over the next year.

2. Prevailing Practice

88% of respondents permit earned, but unused vacation time to carry over to the next year with maximum accruals ranging from 5 to 50 days. Some respondents reported the number of hours that could be carried over ranging from ½ to 2 times the annual accrual rate.

5b. Is there a cap on how much vacation time can accrue or how much will be paid out at termination?

1. City of Bangor Practice

Employees can accrue up to 6 weeks of vacation time. The City will pay out up to 6 weeks at termination.

2. Prevailing Practice

Responses were evenly divided as to a cap on vacation accruals and/or how much will be paid out at termination. Of those reporting a cap the amounts ranged from 2 weeks to 17.5 weeks.

5c. Are your employees paid for earned but unused vacation at the end of the year?

1. City of Bangor Practice

Employees are not paid for earned but unused vacation time at the end of the year.

2. Prevailing Practice

Employers generally do not pay for earned but unused vacation time at the end of the year.

6. Paid Holidays and Personal Days

A. City of Bangor Practice

The City offers 12 paid holidays as follows:

New Years' Day	Labor Day
Martin Luther King Day	Columbus Day
President's Day	Veteran's Day
Patriot's Day	Thanksgiving Day
Memorial Day	Day after Thanksgiving
Independence Day	Christmas Day

The City does not award personal days.

B. Prevailing Practice

Responses ranged from 6-14 paid holidays and 0-6 personal days (0 being the norm). Those paid holidays most often observed include:

New Years' Day	Columbus Day
Martin Luther King Day	Veteran's Day
President's Day	Thanksgiving Day
Patriot's Day	Day after Thanksgiving
Memorial Day	½ day Christmas Eve
Independence Day	Christmas Day
Labor Day	

7. Paid Sick Leave (Not Short-Term Disability Insurance)

A. City of Bangor Practice

15 days per year are earned with a maximum accrual of 120 days. Employees are not compensated for any portion of sick time after the maximum is reached; however they are rewarded for not using any sick time during the year (1 day for 6 months of not using any sick time). No payment is made at separation or termination for unused sick time and 33.3% of current balance is paid at retirement. Accrued time (up to 15 days) may be taken for family illness.

B. Prevailing Practice

80% report offering a paid sick leave program with annual accruals ranging from 5 days to 14 days and maximum accruals ranging from 0 hours to 1440 hours with four reporting no limit.

The majority of respondents do not compensate employees for any portion of sick days that would be lost once they accrue the maximum number of hours. Of the 26% that do compensate responses ranged from 25% to 100% with one organization reporting 2 days being applied as money to health retirement savings plan.

44% of respondents reported rewarding employees for not using any sick leave during the year. The majority of respondents reported that they do not pay employees for unused sick time at termination, but 59% do pay all or a portion of at retirement. Those that do, pay from 20% to 100% of accrued time, depending on years of service. Accrued sick leave may be used for illnesses in the immediate family.

8. Short-Term Disability Insurance

A. City of Bangor Practice

The City does not offer a short term disability insurance plan to employees.

B. Prevailing Practice

76% of respondents reported offering short term disability insurance to their employees with the employer paying from 0% to 100% of the premium cost.

9. Long-Term Disability Insurance

A. City of Bangor Practice

A long term disability insurance plan is offered after an eligibility period of 30 days. The City pays 100% of the premium cost and employees receive 66 2/3% of base earnings (monthly) with a \$10,000 per month maximum benefit. There is a 180 day waiting period prior to commencement of benefits which are offset by receipt of social security (if eligible).

B. Prevailing Practice

73% of respondents reported offering long term disability insurance coverage to employees. Of those having a plan, the eligibility period ranges from date of hire to six months and the monthly benefit as a percentage of base earnings ranges from 60% to 66 2/3%. The cost of the premium is fully paid by 83% the employers. The maximum dollar benefit reported ranges from \$1,500 to \$100,000 with a waiting period of 60 days to 1 year prior to commencement of benefits which are offset by social security (if eligible).

10. Health and Dental Insurance

A. City of Bangor Practice

The City offers HMO, PPO and Traditional Indemnity health insurance plans and pays 80% and 75% of the premium cost for individual and family coverage respectively. Insurance premiums range from \$504.62 to \$1251.00. Regular part time employees are not eligible for health/dental insurance.

Dental insurance is offered at 100% employee cost ranging from \$26.35 to \$77.75 for individual and family coverage.

Long term care is not offered.

The City has not, during the last 2 years, made any changes to its health insurance programs such as increasing co-pay, deductibles, etc. They have, however, added a PPO plan. The health plan does not cover domestic partners.

B. Prevailing Practice

All employers reported offering a variety of health insurance plans with the majority paying from 85% to 100% of the premium cost for employee/individual coverage and from 60% to 90% for dependent and family coverage. 63% of respondents reported part time employees are eligible for health and dental insurance with the majority requiring a minimum of 20 hours worked per week. Employers pay from 0% to 100% of the premium cost for part time employee coverage.

Health Insurance premium costs range from \$276.00 to \$670.00 per month for individual coverage and \$472.00 to \$1809.00 per month for family coverage.

Dental care is offered by 85% of respondents with premium costs ranging from \$23.00 to \$43.00 per month for individual coverage and \$16.90 to \$130.00 per month for family coverage. Responses were evenly divided between employers that do and do not pay a portion of the individual dental coverage premium. Of those that do, percentages range from 40% to 100%. The majority of employers do not pay a percentage of family coverage.

The majority of respondents do not offer long term care.

Many organizations reported making changes to their health plans during the last 2 years including: increasing the co-pay, increasing the deductible and decreasing the percent of premium paid by the employer for employee coverage. Domestic partners are not covered under the majority of respondent health care plans.

11. Retirement Plan (s)

A. City of Bangor Practice

The City offers a 401A defined contribution plan with vesting occurring after 1 year. Employees do have investment options. Employer contributions are 8% based on annual compensation and employees contribute 6.5% of their annual pay.

The City has not lowered or increased the amount of its retirement plan funding over the last 2 years.

B. Prevailing Practice

Most employers reported offering one or more of a variety of retirement plans including deferred benefit plans (Maine State Retirement), 401k/403B plans, 401A/457 plans and profit sharing.

Vesting generally occurs after 1 to 10 years. In addition to employer social security contributions of 6.2% most employers contribute 1% to 3% or 5% to 7% of employees' annual compensation with variances depending on the type of plan. Four respondents reported slight increases in the retirement funding over the last 2 years. Employee contributions to retirement plans vary on the plan and ranges from 0% to 10%.

12. Life Insurance

A. City of Bangor Practice

The City offers life insurance from 1 to 4 times annual salary at employee cost.

B. Prevailing Practice

Life Insurance in the amount of 1 times annual salary fully employer paid is the prevailing practice.

13. Tuition/Education Assistance Programs

A. City of Bangor Practice

The City offers a reimbursement program paying 100% of tuition costs for approved job related courses. The City, upon request, may pay for courses unrelated to the job but part of a job-related degree program.

B. Prevailing Practice

76% of respondents report offering some form of assistance/reimbursement ranging from \$400 to \$3,000 per year. Eight respondents reported having no maximum reimbursement in place. Employers will generally pay for courses unrelated to the job if they are part of a degree program.

14. Do you provide paid bereavement leave for death in the employee's immediate family?

A. City of Bangor Practice

The City pays for up to 3 days for deaths in the employee's immediate family and 1 day for non-immediate family.

B. Prevailing Practice

All respondents reported offering a paid bereavement leave benefit. The majority reported offering 3 days for a death in the employee's immediate family. The majority of respondents do not offer bereavement leave for non-immediate family deaths. Of those that do offer this benefit, 1-3 days is the prevailing practice.

15. Compensatory Time

A. City of Bangor Practice

The City provides compensatory time in lieu of paid overtime for salaried/management employees. Employees are allowed to accrue up to 20 hours and must work a minimum of 5 hours beyond the regular work week before compensatory time begins to accumulate. The City also provides compensatory time in lieu of paid overtime to hourly employees with the maximum accrual being 40 hours.

B. Prevailing Practice

The majority of respondents (88%) report no compensatory time program availability for employees.

16. Overall, what is the cost of all of your fringe benefits (excluding social security, unemployment and worker's compensation) as a percentage of payroll? Include all paid time off, employer contributions to all insurances, retirement plans, tuition, childcare, etc.?

A. City of Bangor Practice

31%

B. Prevailing Practice

Responses ranged from 11% to 56% with the overall average at 30.9%. The for profit sector average is 27.1%; the not-for-profit sector average is 27.9%; the public sector average is 35.8%.

17. What type of worklife programs do you offer?

A. City of Bangor Practice

The City offers wellness, employee assistance and safety programs to employees.

B. Prevailing Practice

Those worklife programs offered most frequently by responding organizations include: wellness, appreciation/recognition, employee assistance, safety and physical fitness.

18. Do you offer Section 125 medical spending/reimbursement accounts? Do you offer Section 125 dependent care spending/reimbursement accounts?

A. City of Bangor Practice

The City offers both Section 125 medical and dependent care spending/reimbursement accounts.

B. Prevailing Practice

Section 125 medical and dependent care spending/reimbursement accounts are provided by 87% of respondents.

19. Other Benefits:

A. City of Bangor Practice

The City offers leaves of absence and uniform/safety boot acquisition or rental for selected positions.

B. Prevailing Practice

Other benefits offered by respondents are Sam's Club memberships, car and homeowners insurance via payroll deduction, clothing allowance, leave of absence, flexible schedules and student loan programs.

20. Automobiles:

A. City of Bangor Practice

The City provides automobiles to the Deputy Police Chief and Highway General Foreman. The City provides a monthly stipend in lieu of an automobile as follows: City Manager \$388; Police & Fire Chiefs \$346.50; Airport Director \$288.75; City Assessor \$193.66; Bass Park General Manager \$144.42; Director Infrastructure/Development Support \$115.50; Community and Economic Development Director \$115.50; Economic Development Officer \$115.50.

The current mileage reimbursement rate is \$.445 cents per mile.

B. Prevailing Practice

67% of respondents report providing automobiles to employees, typically senior management (President, CEO, Vice President, General Manager, Director, Police and Fire Chiefs and on the road sales staff).

67% of respondents do not provide a monthly stipend in lieu of an automobile. Of those that do, stipends range from \$40 - \$500 per month with \$284 being the average. Mileage reimbursement rates range from \$.25 to \$.485 per mile with \$.41 being the average.